



USASMA TIMES



AN INSIDE LOOK OF WHAT'S HAPPENING IN THE WORLD OF NCOPDS

October 2017

Inaugural Edition



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What do We Do?

Plus: Stories of the last three months from around the Academy!

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The USASMA is responsible for developing, maintaining, teaching, and distributing five levels of Enlisted Professional Military Education – Introductory, Primary, Intermediate, Senior and Executive. Each level best prepares the soldier to fight and win in a complex world as adaptive and agile leaders and trusted professionals of Force 2025.

This newsletter is presented to our various stakeholders in order to inform them about the many different missions which make up the U.S. Army Sergeants Major Academy. It is our intent to provide you with updates throughout the year that will help you to better prepare for changes to the Noncommissioned Officer Professional Development Program courses of instruction and the NCO 2020 Strategy.

Should you have any suggestions or questions concerning the content in this newsletter, email David Crozier at david.b.crozier.civ@mail.mil. I will do my best to get you the information you need or direct you to the proper subject matter expert.

David Crozier, Command Communications

USASMA Times

The official newsletter of the U.S. Army Sergeants Major Academy

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THE U.S. ARMY SERGEANTS MAJOR ACADEMY

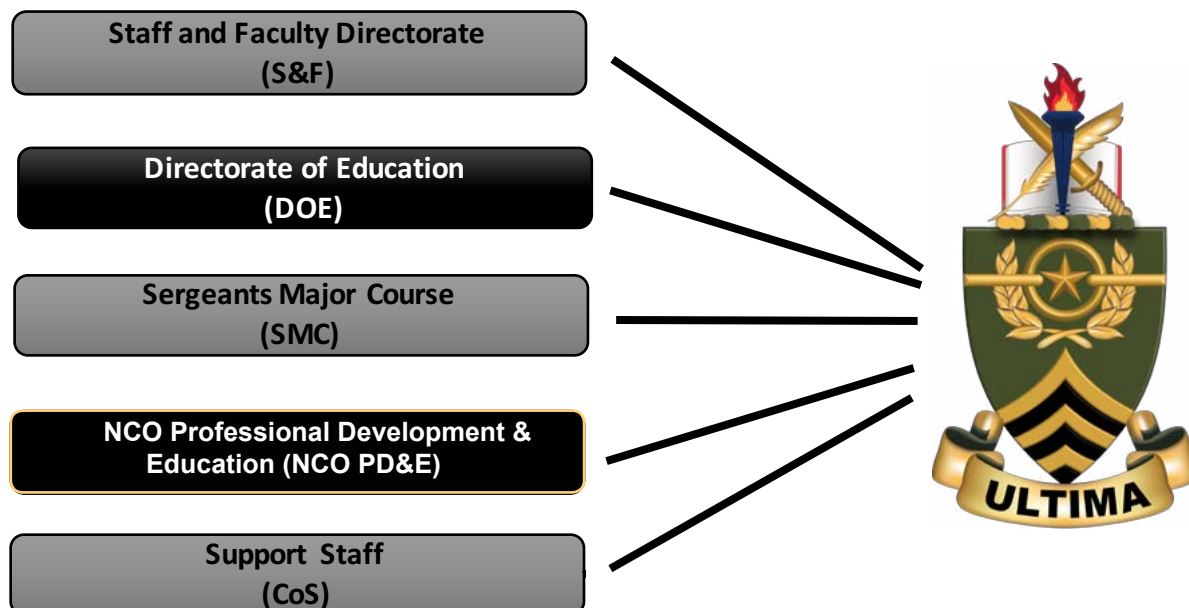


What is USASMA For?

To Drive Change for Enlisted Soldier development

What does USASMA Do?

We provide Professional Military Education that develops enlisted leaders to meet the challenges of an increasingly complex world; and develop leaders who are fit, disciplined, and well-educated professionals.



A Note From the Commandant

As the 22nd Commandant of the U.S. Army Sergeants Major Academy I consider it a tremendous honor and privilege to serve the Army and the Corps in this role—which will not be taken lightly. I look forward to working with the team here in an effort to provide game-changing solutions and education to leaders serving this great nation.

This inaugural edition of the USASMA Times will be one of my venues to Communicate, Collaborate, and Coordinate what it is USASMA is doing in the name of NCO Professional Development. In this edition we are giving you a snapshot of USASMA along with a few articles of things that have been going on in YOUR academy.

In future editions I will Communicate to you the initiatives we are working on like the Basic Leader Course redesign, changing Structured Self-Development to the Distributive Leader Course, our work towards making USASMA a degree-granting institution and more. As the Commandant, I am extremely interested in learning your thoughts regarding our Profession of Arms and how we can develop our NCO Corps. I intend to communicate with the field early and often by establishing an open line of communication sharing observations, insights, lessons learned and best practices throughout our entire cohort.

That brings me to the Collaboration part. As a fellow Noncommissioned Officer, I value your vast experiences and look forward to hearing your feedback, thus gaining a larger understanding of your leadership challenges and concerns. No idea or issue is too small to be considered. A voice not heard is a problem not solved. The professionals assigned to USASMA stand together, poised and ready to hear your concerns, and to assist you to effectively and efficiently execute your missions.

As new initiatives come to fruition, I will Coordinate with the Corps all pertinent information on who is effected and how to best prepare for it. General Douglas MacArthur once said, “Preparedness is the key to success and victory.” I hope to provide that key to each Soldier preparing to enter any of our NCOPDS courses so that success is attainable and confusion is minimized.

During the short period of time since being assigned I’ve had the opportunity to speak to every NCOA commandant and proponent school command sergeant major. We discussed the revolutionary changes throughout NCOPDS and all the great work the USASMA staff and faculty have done in redesigning education for the future Force. I would like to take a moment to express a sincere thanks to everyone in our Department of Curriculum Development and Education for all of their hard work and efforts in redesigning NCOPDS. Senior leaders realize the expansive role we play in educating every NCO throughout the Army and affectionally refer to this great organization as USASMA / The NCO Leadership Center of Excellence.

As a final note we as leaders need to utilize the time that we have today to prepare for what is to come tomorrow. If we fail to ask questions now, it is possible that we will waste precious time in the future when time needs to be on our side. It is our duty to explore the ideas that our seniors, peers, and subordinates alike put forth in order to gain the advantage on the battlefield of tomorrow.

Many thanks for what you do and the manner in which you do it!



**Command Sgt. Maj.
Jimmy J. Sellers**

Ultima Strong!

A handwritten signature in black ink that reads "Jimmy J. Sellers".

Jimmy J. Sellers
22nd Commandant
United States Army Sergeants Major Academy



USASMA welcomes historic Class 68



Photo by Spc. James C. Seals, USASMA

The U.S. Army Sergeants Major Academy welcomed the largest class, 713 students, in the history of the Academy August 28, during ceremonies held in its Cooper Lecture Center. Above, Command Sgt. Maj. David Turnbull, command sergeant major of the Combined Arms Center and Fort Leavenworth, Kansas, addresses the class as the events guest speaker. Class 68 also includes the largest contingent of international students, 59, representing 46 partner nations.

By David Crozier, Command Communications

The U.S. Army Sergeants Major Academy welcomed another iteration of students August 28 for their exclusive Sergeants Major Course and broke two records in doing so. The first record broken was for the size of the class – 713, the largest class in the history of the Academy. The second record broken was the number of international students, 59, again the largest in the history of the Academy. Those international students represent 46 partner nations, including three who sent representatives for the first time – Iraq, Norway and Senegal.

Command Sgt. Maj. Jimmy J. Sellers, commandant of USASMA, welcomed the group before introducing the guest speaker for the event, Command Sgt. Maj. David Turnbull, command sergeant major of the Combined Arms Center and Fort Leavenworth, Kansas.

“Today marks a tremendous day in our history of the Sergeants Major Academy as we welcome the largest class to the Sergeants Major Course – Class 68,” Sellers said. “You have tipped the scales of our physical capacity, but we wouldn’t have it any other way. We are as eager to have you here as you are to be here.”

Sellers said he understood the students were probably wondering what challenges they would be facing and provided them some insight.

“So here’s what I can tell you,” he said. “The faculty is going to challenge you on your critical thinking skills, your thought processes, your writing skills and your humility.”

Sellers continued telling the students they would be taken out of their comfort zone of their MOS and be asked to be a part of a larger picture, and would gain new perspectives and knowledge from our sister services and our international partners.

“We have the largest class of international students ever with 59 student representing 46 partner nations,”

he said. “Many of them brought their families which will further enhance the cross-cultural exchange in and out of the classroom.”

He concluded his remarks by cautioning the class to “treat each other with dignity and respect” and to “communicate, collaborate and coordinate” with their fellow students and they will find success at the academy.

Turnbull began his remarks by noting he never imagined as student of Class 52 that he would be “headlining” the class opening someday.

“It’s an overwhelming thought,” he said before turning his attention to the international students. “A special thanks to the international students for being here. You bring a side, a culture and perspective that (we) can’t get by reading books.”

Turnbull said the class needed their thoughts, their different ways of looking at solutions and problem sets.

“We need you here to help us think in a different light,” Turnbull said. “We hope you have a great year.”

This is not the academy I came to, he noted. The leadership, faculty and staff are the envy of colleges and universities across the country.

“We started the fellowship a few years ago and now you have great facilitators who not only have a degree, but they have experience, knowledge and a reputation of being great leaders,” he said. “They will give you insights that I probably did not get.”

Turnbull pressed the students to be open-minded, be open to change, and to change with it or become irrelevant. He concluded his remarks focusing on a benefit of attending the academy.

“The realm of power that you are going to get out of this class is the person sitting next to you – the sergeant major on your left and right,” he said. “That is your power. When you leave here, that is the person you are going to call for help. They are going to be invaluable to you. ... It makes a world of difference when you are taking care of Soldiers.”

The U.S. Army Sergeants Major Academy drives change for enlisted Soldier development and is responsible for developing, maintaining, teaching, and distributing five levels of Enlisted Professional Military Education – Introductory, Primary, Intermediate, Senior and Executive. Each level best prepares the soldier to fight and win in a complex world as adaptive and agile leaders and trusted professionals of Force 2025. You can learn more about USASMA by visiting <http://usasma.armylive.dodlive.mil/>.

Hi-resolution photos of this event are available for download on our Flickr page at <https://www.flickr.com/photos/133821783@N02/albums>.



Photo by Spc. James C. Seals, USASMA

During opening ceremonies, the international students of Sergeants Major Class 68 came forward and presented their nation's flag. Above, Sgt. Maj. Fetah Zejnullahu of the Armed Forces of the Republic of Kosovo, presents his country's flag.

Commandants Training Council addresses future of NCOPDS



Photo by Spc. James C. Seals, USASMA

Command Sgt. Maj. Jimmy J. Sellers, commandant of the U.S. Army Sergeants Major Academy listens intently to a presentation during the 2nd Annual Commandant Training Council held Sept. 11-13 at the Centennial Banquet and Conference Center, Fort Bliss, Texas. Sellers hosted the event which brought together NCO Academy commandants from across the Army to discuss changes in the NCO professional Development System brought about by the NCO 2020 Strategy.

By David Crozier, Command Communications

With the NCO 2020 Strategy driving change for enlisted Soldier Professional Development, the U.S. Army Sergeants Major Academy brought together all of the Noncommissioned Officer Academy commandants September 11 for a 3-day meeting to discuss the way ahead.

Command Sgt. Maj. Jimmy J. Sellers, commandant of USASMA, hosted the event and explained the overall reason for the meeting.

"We wanted to get all of the commandants together that are responsible for some type of leadership development and training education for our Soldiers throughout the Army," Sellers said. "We wanted to ensure they understand the direction and changes the Army is going through as we change our NCO curriculum development and program."

Sellers said the feedback he received from the attendees is that they are receptive to the changes.

"They understand that revolutionary changes need to be made with the way we educate and train Soldiers," he said. "They (also) understand that we have not done this in a while."

During the meeting the commandants listened to presentations on the pending changes to NCO Professional Development System and its distance learning modules, the responsibilities of the Institute for NCO Profession-



Photo by Spc. James C. Seals, USASMA

Command Sgt. Maj. David Davenport, command sergeant major of Training and Doctrine Command, addresses the attending during the 2nd Annual Commandant Training Council held September 11-13 at the Centennial Banquet and Conference Center, Fort Bliss, Texas. Davenport discussed changes in the NCO Professional Development System and ensuring empty training seats get filled to maximize resources.

al Development, talent management, faculty development, quality assurance accreditation, the Army Career Tracker, Army University and more.

Sellers noted the changes the Army is making are more relevant to the Soldiers and will help them become better leaders. Also attending the council meeting was Command Sgt. Maj. David Davenport, command sergeant major of Training and Doctrine Command, who informed the commandants their job was to fill all of the seats available.

Command Sgt. Maj. Jarred A. Gale, commandant of the 40th Training Regiment NCO Academy at Camp Williams, Utah, said he gained an immense amount of

knowledge by attending the meeting.

“The biggest thing I got was a lot of the accreditation standards and business practices we at the individual academies go through,” he said. “That has been invaluable for what we are going to be doing in the future.”

Gale added there were things that came out of the meeting that will be very helpful with the future of NCO-PDS.

“A lot of this is the way forward and (many) of our Soldiers are not educated on the direction the military is heading,” Gale said. “As commandants we have a big stake to play in that because at any given time we have 200 to 300 students. It is a captive audience and we (need to) take that opportunity to help educate them on the initiative.”

Command Sgt. Maj. John Helring, commandant of Joint Base Lewis-McChord NCO Academy, Washington, said it has been a great experience coming to the council meeting.

“This has been a great experience talking with the other commandants hearing some best practices and lessons learned,” he said. “The most enlightening part was hearing about the Army University, their initiatives and vision on educating the future of our noncommissioned officers.”

Helring said he was going to take back a lot from the event.

“All of the best practices, all of the tools and handouts we got here,” he said. “I think we are going in a very positive direction with the NCO 2020 Strategy.”

When asked what he would tell Soldiers attending NCOS today, Sellers said he would want to be in their shoes.

“As I look at all the different things and changes we are making with the NCO Professional Development System, I think this is a great time to be in our Army,” he said. “They are going to come out well educated, well trained and better prepared to handle some of the challenges they will face in the future.”

USASMA drives change for enlisted Soldier development and is responsible for developing, maintaining, teaching, and distributing five levels of Enlisted Professional Military Education – Introductory, Primary, Intermediate, Senior and Executive. Each level best prepares the soldier to fight and win in a complex world as adaptive and agile leaders and trusted professionals of Force 2025.

Additional photos of this story can be found at <https://www.flickr.com/photos/133821783@N02/albums>.

USASMA pauses to honor 9-11 anniversary



Photo by David Crozier, USASMA

The U.S. Army Sergeants Major Academy and Sergeants Major Course Class 68 paid its respects in remembrance to those who lost their lives in the September 11, 2001 terrorist attack. Above, Jeff Davis, director of USASMA's Plans and Operations and the guest speaker for the event, addresses the crowd. His remarks reminded all that every citizen is a patriot.

By David Crozier, Command Communications

The U. S. Army Sergeants Major Academy and Sergeants Major Course Class 68 paid its respects to, and remembered those, who lost their lives as a result of the terrorist attacks on September 11, 2001, during a Patriot Day observance held Monday, September 11, in the academy's Cooper Lecture Center.

The program began with the showing of the presidential proclamation on the big screen allowing those in attendance to silently read it. The proclamation was followed by the narrator recalling the timeline of events which began with the first plane, American Airlines Flight 11, leaving Logan International Airport in Boston, Massachusetts at 7:50 a.m., noting the number of passengers on it and each of the other aircraft high jacked that day – United Airlines Flight 175, American Airlines Flight 77 and United Airlines Flight 93. Once the timeline was complete a moment of silence ensued.

For each site targeted by the terrorist attacks, Class 68 lit a candle and told a story about an individual. For the World Trade Center, Fire Chief Orio Palmer who led the team of firefighters that reached the 78th floor of the South Tower and died when the tower collapsed. For the Pentagon the story of Sgt. Maj. Lacey B. Ivory was told. He was attending a meeting in the Deputy Chief of Staff's office when the plane hit. Finally the story of Shanksville, Pennsylvania and Waleska Martinez. She was a native of Puerto Rico who worked for the U.S. Census Bureau and was on her way to San Francisco on Flight 93.

Guest speaker for the event was Jeff Davis, director of Plans and Operations for USASMA, and who began his remarks with a quote from Thornton Wilder, an American playwright and novelist.

"The highest tribute to the dead, is not grief, but gratitude," Davis read. "Although he did not live to see the events unfold on September 11, 2001, his words should hold meaning to all who witnessed the tragedy that fell upon our nation that fateful day."

Davis continued noting the attack of 16 years ago was arguably the greatest tragedy in American history, but the country has persevered and triumphed holding those who brought war to the nation's shores accountable.

“Today we remember with reverence the people that were taken from us; the talents, the friendships, and the love that was torn from the very soul of our nation,” he said. “Sixteen years later we gather and gratefully remember as patriots those innocents who unexpectedly and tragically became the first casualties in America’s longest period of armed conflict.”

Davis proceeded saying today we celebrate and remember the citizen and honor the patriot. He evoked that all citizens are patriots – those in military uniform or take care of the wounded; those who wear a badge or wield a fireman’s axe; those who are our neighbors or friends.

“Today we remember the patriot. Today we honor the memory of the thousands who were tor from our community and the thousands more who stepped up to rescue, comfort and recover,” Davis said. “We honor the memory and bravery of those who rushed in to save those in danger and ultimately lost their own lives inn service to their community.”

USASMA is home to a piece of history from that day with an artifact of the Koenig Sphere on display in the foyer of the lecture center, Davis noted. The Academy also takes pride in being able to present the Association of the Army’s Larry Strickland Leadership Award and Scholarship to a graduating members of the Sergeants Major Course each year. Strickland was only days away from retirement when he went to work that day in the Pentagon.

“There are moments in time that we all remember; graduations, weddings, the birth of a child,” Davis said. “But there are some moments we should never forget.”

Additional hi-resolution photos of this event are posted to our Flickr page at <https://www.flickr.com/photos/133821783@N02/albums>.

Congratulations SLDC Class 67-009 graduates



The U.S. Army Sergeants Major Academy held a graduation observance September 20, in the Academy’s Cooper Lecture Center for the Spouse Leadership Development Course Class 67-009. The 28 graduates attended classes totaling 42 hours of instruction in areas such as: human psychology, human relations, leadership development, conflict management, protocol/etiquette, public speaking, communications, computer operations, effective listening, team-building, family readiness group training, benefits and entitlements and health awareness. Following remarks certificates of completion were handed out to the spouses by Command Sgt. Maj. Jeffrey Huggins, USASMA deputy commandant and the spouses of the TRADOC and USASMA command sergeants major, Claudia Davenport and Shaunette Sellers respectively.

An update from the Directorate of Education

Army Executive Order (EXORD 236-15) directed the Army-wide implementation of the Noncommissioned Officer Professional Development System. The Army transformed the NCO Education System into a comprehensive NCOPDS during the last quarter of FY17. The NCOPDS initiatives included renaming the Warrior Leader Course to the Basic Leader Course and adding a Master Leader Course for noncommissioned officers for promotable sergeants first class. Subsequent fragmentary orders to the implementation policy involved the implementation of such things as the Deferment policy changes; Select Train, Educate and Promote (STEP) policy; development and delivery of the Digital Ruck Sack; the Army Career Tracker; and changes to NCO professional military education and distributed learning (Structured Self-Development-SSD).



In November 2016, the USASMA was directed to redesign SSD and create Leader Core Competencies (formally common core) for inclusion into proponent Advanced and Senior Leader Courses, redesign the basic leader course, and accredit the resident Sergeants Major Course to grant a bachelor's degree in Leadership and Workforce Management. As of October 1, the USASMA has delivered and implemented a resident Master Leader Course and will start validation of a non-resident version starting in November 2017. Current projections have the course coming online by May 2018.

The USASMA has developed a 55-hour course framework for the Leader Core Competencies and delivered the lessons to all proponent schools and centers for inclusion into their programs of instruction. We are in the first phase of redesigning the current five levels of structured self-development which average 80 academic hours of curriculum. SSD will undergo a complete revision, including a name change to Distributed Leader Course, and will consist of six levels averaging approximately 43 academic hours. Each level of DLC will be a prerequisite to each resident NCO PME. DLC I is projected to be delivered to the force by May 2018 and DLC II to follow during the month of August 2018. All other levels will come on line at 3- to 4-month intervals thereafter. Soldiers currently enrolled in their requisite level of SSD will remain in those courses until they are completed. Once DLC is implemented, Soldiers will be enrolled into the new course.

The USASMA has initiated validation of a new redesigned BLC and projecting to complete validation by end of January 2018. With the exception of four levels of DLC, we expect to cross the finish line for NCO PME by 1 October 2018. The changes incorporated into NCO PME is revolutionizing NCO professional leader development that will better educate and train noncommissioned officers to be agile, adaptive, creative, innovative, critical thinking and problem solving leaders who will meet the challenges of an ever changed and complex environment.



Photo by David Crozier, Command Communications

The Master leaders Course consists of topics such as Army and Joint Doctrine; Interagency Capabilities and Considerations; Plans, Orders and Annexes; Decisive Action; Military Justice Rules and Procedures; Command Inspection program; Servant leadership; Personnel Readiness; Military Decision Making Process; Public Speaking; Military Briefings and Writing.



A Look at USASMA

The U.S. Army Sergeants Major Academy, established in 1972, has had the job of developing Noncommissioned Officer Professional Development training and education almost since its inception. Today USASMA is responsible for developing, maintaining, teaching, and distributing five levels of Enlisted Professional Military Education – Introductory, Primary, Intermediate, Senior and Executive. Each level best prepares the soldier to fight and win in a complex world as adaptive and agile leaders and trusted professionals of Force 2025.

USASMA Organization

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- Department of Training and Doctrine (DTD)
- Department of Joint, Interagency, Intergovernmental and Multinational (JIIM)
- Department of Force Management (DFM)
- Department of Command Leadership (DCL)
- Department of Distance Education

Senior Leader Sustainment Cell _____ Pg 18



Staff and Faculty Directorate

The staff and faculty directorate at the United States Army Sergeants Major Academy is one of three BDE level units within the academy. The directorate oversees a myriad of courses, departments, directorates and sections. Driving change for NCO Professional Development throughout the Army and training and certifying agile NCO's is what the Staff and Faculty Directorate is for.

The largest course within the directorate is the Battle Staff NCO course. BSN-COC is a resident and nonresident (via video tele-conference) facilitated curriculum that trains NCO's to function on staffs at the battalion to division level with focus at the brigade level. The curriculum covers a vast array of subjects from the military decision-making process, military graphics and symbols, and the command post of the future. The resident course is taught at USASMA with nonresident courses and military training teams courses conducted worldwide. The course is four weeks in length and upon successful completion the student is awarded the 2S identifier.

The Staff and Faculty Development Division is another department which facilitates a large selection of courses to prepare NCO's for the rigors of being an Army instructor here at USASMA or worldwide. Courses offered by SFDD include Common Faculty Development Program Instructor Course, Common Faculty Development Program Developer Course, Train the Trainer Course, and Faculty Development Programs. One of the main agents of change in S&F, the SFDD is the lead for facilitating Experiential Learning Method and the Adult Learning Method as well as managing the instructor development and recognition program for USASMA.

The U.S. Army Sergeants Major Academy Fellowship Program is another department within the directorate. The USASMA Fellowship Program in conjunction with the Pennsylvania State University World Campus, awards a Master's degree in Life-long Learning and Adult Education after completion of the program. This program does not use the GI Bill, and is completely free of cost to the student. After completion of the Fellowship Program, the graduates are assigned to duties at USASMA as instructors, facilitators and developers. Looking for an opportunity to give back to the Army while fulfilling a lifelong learning objective? Look no further than the fellowship program, apply today!



Command Sgt. Maj. Chris Simmons, Director



Command Sgt. Maj. Chris Simmons accepted responsibility for Staff and Faculty Directorate on July 19, 2017.

The Spouse Leadership Development Course focuses on educating spouses from across the Army, sister services and joint partners, on serving as a senior level spouse. The 40-hour course covers a wide array of topics such as CARE teams, protocol, family readiness groups, and culminates with a question and answer session with experienced commanders, command sergeants major and spouses.

The Department of Education manages all the course content for all levels of the NCO Professional Development System. Curriculum development, test control, and course managers all fall under the purview of DOE. DOE is responsible for all courses in NCOPDS; Basic Leader Course, Advanced

Leader Course, Senior Leader Course, Sergeants Major Course, Sergeants Major Nonresident Course, Distributive Learning Course (formerly Structured Self Development), and Battle Staff NCO Course.

Ever wonder where good ideas get turned into course content? This is it! Agents of change driving the NCO professional development system into the future!

The bulk of S&F is the S-shops and support staff that work tirelessly behind the scenes. All the standard S-shops in addition to a quality assurance cell, a world-class Learning Resource Center, protocol office, director of command communications, and strategic plans are just a few of the outstanding faculty working hard to provide world-class facilities and courses. If you are a Guard or Reserve (compo 2 or 3) Soldier, fear not, the S&F has a dedicated liaison attached to the academy to assist with any course or issue that may arise while you are at USASMA.

Leveraging technology to enable our students, capitalizes on collaborative knowledge across academia. The department of educational technology manages over 900 computer systems in 52 classrooms, offices and the LRC. Along with VTC, this technology enables our students and faculty to have access to world class curriculum and research materials. The communication, collaboration and coordination provided by the staff are an integral part of the success at USASMA.

Last but not least, the NCO Heritage and Education Center (formerly the NCO Museum)! Come see the outstanding displays that cover the span of the US Army NCO. From the baron Von Steuben and the Revolutionary War, to the Army of today, come see the uniforms, weapons, and tools of the trade that have made the NCO the backbone of the Army and the envy of the world!

At the United States Army Sergeants Major Academy Staff and Faculty Directorate, we take great pride in ensuring we produce competent, agile, adaptive leaders for today's Army. We maintain relevancy and drive change to fortify our NCO's ability to meet the demanding environment of an ever-changing and complex world. The following articles will further explain each section under Staff and Faculty Directorate.



Battle Staff Noncommissioned Officer Course



The Battle Staff Noncommissioned Officer Course (BSNCOC) educates sergeants through sergeants major to serve as battle staff noncommissioned officers in battalion and higher level staff positions. BSNCOC is a branch-immaterial functional course for noncommissioned officers selected for staff assignments, providing them with the tools necessary to learn specific staff duties and become familiar with the duties of other staff sections. BSNCOC provides technical and tactical curriculum relevant to the missions, duties, and responsibilities assigned to battle staff members in battalion and brigade-level units. Graduates of the BSNCOC receive the additional skill identifier (ASI) 2S.



Sgt. Maj. Michael H. Reed, Director

BSNCOC uses the Experiential Learning Model. The course map includes Small Group Process; Mission Command; Staff Operations; Operational Environment; Stability Operations; Information Operations; Cyber Defense; Brigade Combat Team; Urban Operations; Tactical Sustainment; Military Briefings; Graphics and Overlays; Plans, Orders, and Attachments; Command Post of the Future; Military Decision Making Process; and Staff Exercise.

Spouse Leadership Development Course

The mission of the Spouse Leadership Development Course (SLDC) is to educate senior enlisted spouses from our Army, sister services, and allied militaries and promote a team-building approach by enhancing and developing leadership skills to support readiness, morale, and a successful command.

SLDC is a 40-hour resident Army Training Requirements Resources System (ATRRS) spouse leadership support course that prepares them for leadership support positions in the military community. Major subject areas include programs in human psychology, human relations training, and leadership development. Spouses also learn healthy conflict management resolution techniques, protocol, public speaking and communication, effective listening, and team building skills. Family readiness group training is also part of the curriculum, and spouses also receive in-depth information about benefits and entitlements. The Spouse Leadership Development Course applies a combination of lecture, discussion, and small group experiential learning methodologies.



Staff and Faculty Development Division



The Staff and Faculty Development Division (SFDD) provides for the administration of competency, sustainment and enhancement training, education, and development programs for all USASMA personnel. They are committed to improving the skills, knowledge and abilities of USASMA staff and faculty to better perform their current and future duties.

SFDD certifies instructors in accordance with the Army Learning Strategy Road Map with a focus on NCO 2020 Strategy and Army University Lines of Effort (LOE) within our organizational capacity while providing an adult learning environment conducive to reaching learning outcomes through assessment and evaluation. This approach ensures the relevancy and significance of each graduate's success in

order to help create a world class staff and faculty.

Through Staff & Faculty Common Training (SFCT) Instructor/Facilitator Certification, and local Staff & Faculty Development Program (SFDP), SFDD certifies SFDD personnel via Train-the-Trainer (T-3); Provides oversight of the Instructor Certification Process; Conducts Local Staff and Faculty Development Program; Provides oversight of the maintenance of Instructor/Facilitator Certification records and Portfolios; and Provides oversight for the USASMA NCOPDS Facilitator Development and Recognition Program (FDRP).

Reserve Component Advisor

The Reserve Component Advisors advise the Commandant, staff directors, and faculty on Reserve Component policy, procedure, initiatives, operations, regulations, and personnel issues. They provide single-source sponsorship to Reserve Component staff and students; maintain liaison with the Reserve Component headquarters and commands, TRADOC, FORSCOM, and HRC. They are responsible for the performance and execution of Reserve Component programs at USASMA. They assist Reserve Component students attending the SMC, BSNCO, and ALC with component unique administrative issues that require home station coordination. They manage Active Duty Operations Support (ADOS) programs; prepare and submit USASMA SIGACTS, TRADOC SITREP, and quarterly TRADOC Army Reserve Senior Leader Council (TARSLC) briefs. They oversee and provide administrative support of USAR Personnel assigned to USASMA (4 AGR; 1 TPU).

Support to TDA assigned USAR personnel consists of input and advice to the command regarding Reserve specific admin concerns, PCS and personnel process issues, etc. Student support includes, pay and finance, records updates, DD 214 development, support for dismissals and disenrollment's, and Line of Duty (LOD) submissions.

U.S. Army Sergeants Major Academy Fellowship Program

The USASMA Fellowship Program develops 20 -25 uniformed Sergeants Major Course Instructors with increased capability to educate, and revise or write curriculum within the Sergeants Major Course. This is accomplished through a partnership with a tier-one civilian educational institution, currently Pennsylvania State University, that produces a Masters Degree in Lifelong Learning and Adult Education. The one year, 30 semester hour degree program, covers Adult Education learning perspectives, the Teaching of Adults, Program Planning, and historical and societal issues in Adult Education. Students also receive courses in Systematic Instructional Development and Research and Evaluation in Adult Education, and through electives can delve further into distance education and curriculum development. The program also includes Instructor Certification through the Common Faculty Development Program Instructor and Development courses, a writing workshop, and Blackboard 101.

The Sergeants Major who are accepted into the program incur a 2-3 year obligation (one for the program, three as an instructor). Basic criteria to apply is: be a graduate of the Sergeants Major Course, have served in an E9 assigned position for at least a year, and have a Bachelor's degree with 3.0 or higher G.P.A. from a regionally accredited institution.



The Academy is currently accepting applications for Cohort #4. Information on how to apply can be found at <https://www.milsuite.mil/book/docs/DOC-398950>.



Left, Cohort # 2 of the U.S. Army Sergeants Major Academy Fellowship Program pose for a group photo with members of The Pennsylvania State University and Command Sgt. Maj. Jimmy J. Sellers, commandant of USASMA, immediately following their graduation celebration ceremony August 22.

Directorate of Education



Mr. Charles Guyette
Director

The Directorate of Education (DOE) supports the United States Army Sergeants Major Academy in developing enlisted leaders through professional military education and training opportunities. The Directorate builds upon and integrates a versatile mix of educational capabilities and learning models to strengthen the Army to meet the challenges of decisive action under unified land operations. Its mission is to analyze, design, and develop NCO leader education for the Army of 2020 and beyond. The directorate applies principles of the Army Learning Concept for Training and Education, the Leader Requirements Model, the Army Leader Development Strategy, Doctrine 2015, the Human Dimension Strategy, and the Army Operating Concept's warfighter challenges.

It's role in leader development supports the United States Army's competitive advantage to professionally develop noncommissioned officers to learn faster and adapt more quickly while keeping pace with technological change and the educational evolution in an accelerated learning environment. Transforming NCO PME under the four Army Learning Areas and 14 General Learning Outcomes is to develop agile, adaptive, critical thinking, and problem solving noncommissioned officers who are creative and innovative while functioning as part of any organization that contributes to strengthening the Nation's land force.

Curriculum Development & Education Division

The Curriculum Development and Education Division is the lead agent for NCO leader development and education under the Directorate of Education. The department provides Professional Military Education (PME) programs that develop agile, versatile, critical thinking, problem solving Noncommissioned Officers capable of meeting the challenges of an increasingly uncertain and complex operational environment. The department analyzes, designs, develops, helps implement, and evaluates progressive and sequential curriculum in support of the Army's Noncommissioned Officer Professional Development System and functional courses to include: the Basic Leader Course, Advanced Leader Course-Leader Core Competencies, Senior Leader Course-Leader Core Competencies, the Master Leader Course, Sergeants Major Course, Battle Staff Noncommissioned Officer Course, International Pre-Course, Spouse Leadership Development Course, Commandants Pre-Command Course and Distributive Leader Course (Levels I-VI) to meet operational and educational requirements and needs across the NCO lifelong learning continuum; embedding emerging technologies into curricula using the Analysis, Design, Develop, Implement, and Evaluate (ADDIE) process ensuring educational material stays relevant for an ever changing Army through 2020 and beyond.



Department of NCO Professional Development & Education

The Department of NCO Professional Development and Education, formerly the Noncommissioned Officer Academy Mission Command (NCOA MC) assists NCOA commandants and their staff in uniting under a single proponent, to provide standardization in support of the One Army School System; guided by the principles of building a cohesive team through mutual trust, shared understanding, discipline, initiative, and clear Commandant's intent that empower each institution to develop agile and adaptive leaders to conduct operations in a complex, ever-changing, and uncertain operational environment.

The Department oversees the NCOPDS of 32 Basic Leader Courses (BLC) and 10 Master Leader Courses (MLC) divided by region. The Department is composed of two regional directorates; including an East and West Sergeant Major that are responsible for reviewing end of course critiques, confirming that NCOAs are in compliance with doctrinal standards, facilitating research and timely response for queries, reviewing exception to policy memorandums and disseminating a weekly Situational Report (SITREP) with the purpose of promoting knowledge management.



Office of the Registrar

Serves as the Registrar and program manager for the United States Army Sergeants Major Academy of all activities encompassing academic files/records for 17 programs of records for the USASMA proponent courses to include: Distributive Leader Course, the Basic Leader Course, the Advanced Leader Course, the Senior Leader Course, the Master Leader Course, Sergeants Major Courses, the Battle Staff NCO Course, the Spouse Leadership Development Course, the Commandants Pre-Command Course, the International Military Student Pre-Course and the Staff and Faculty Development Division courses. The Registrar manages and directs a variety of administrative functions related to courses both at USASMA and throughout the NCOPDS. The department coordinates and synchronizes course management governances for 93 Army NCO Academies that deliver proponent course programs of instruction with the John F. Kennedy Special Warfare Center and School (JFKSWCS), the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA), Western Hemisphere Institute for Security Cooperation (WHINSEC), Army Reserve components (Army Reserve and Army National Guard), and all TRADOC Centers of Excellence and schools. The Registrar supports the academic needs including the Army Training Requirements and Resources System (ATRRS), processing DA Form 1059s, class demographic profiles, student rosters and graduate diplomas. It also manages all aspects of the annual Structure and Manning Decision Review (SMDR).

Degree Program

The Degree Counselor serves in a variety of functions to include test proctor, GoArmyEd systems administrator and manager of advanced degree programs (ADP) for the staff, faculty, family members and students of the Sergeants Major Course and the USASMA. The Degree Program Office provides quality education services in degree planning with academic institutions that provide education services to members of the Academy while coordinating



support with partner education institutions that offer graduate and post-graduate degrees. The program conducts commencement ceremonies to recognize academic excellence and participation by such colleges and universities as the University of Texas, El Paso, Excelsior College, and Park University. These services are designed to increase student/Soldier education profiles and provide opportunities for continued personal and professional development. This is achieved by providing one-on-one counseling, test administration services and individual education development programs through approved and accredited colleges/universities.

Sergeants Major Course

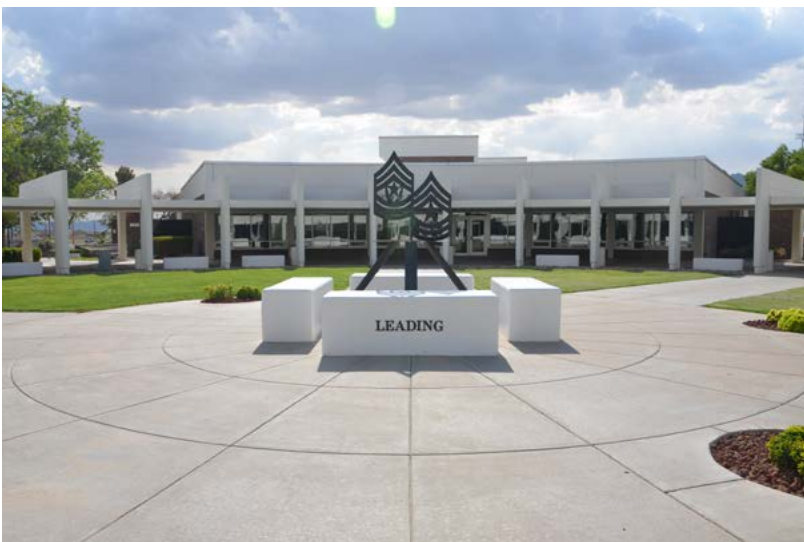
The Sergeants Major Course (SMC) is the Army's culminating enlisted Professional Military Education (PME) institution. The SMC educates senior enlisted leaders from our Army, sister services, and allied militaries to be agile and adaptive senior noncommissioned officers through the study of leadership, the conduct of Unified Land Operations, and the application of Joint, Interagency, Intergovernmental, and Multinational organizations in an era of persistent conflict. The SMC is the consummate institution that prepares them to execute at all command levels throughout the Department of Defense. The SMC delivers PME by leveraging both resident and distributive learning educational methods of technologies.

The course provides tools to develop critical reasoning, creative thinking and

decision-making skills. Soldiers are provided an education that teaches them character enhancement tools, self-expression techniques, and teamwork strengthening methods. The course assists in the development of logical, practical and original reasoning abilities necessary for problem solving. Students analyze problems based on available information, arrive at logical solutions and decisions with reasonable speed, communicate reasoning and decisions orally and in writing, and supervise to ensure proper execution. The course places intellectual honesty, integrity, and professional values and standards as a top priority.



**Command Sgt. Maj.
Nuuese Passi, Director**



Department of Army Operations



The Department of Army Operations (DAO) is part of the military science program and the foundation for the SMC. The students in the DAO will study the tenets of Unified Land Operations, Flexibility, Integration, Lethality, Adaptability, Depth, and Synchronization. The DAO will educate the Army's Senior Enlisted leaders to ensure they are prepared to lead America's principal land force to seize, retain, and defend land areas in order to create the conditions for favorable conflict resolution.

The students in the DAO exercise the principles of decisive action while embracing the Army's core competencies of combined arms maneuver and wide area security through mission command. This allows them to plan to control terrain, populations, and natural resources, and provide forces for long term area security operations abroad, including initial establishment of functioning governance, pending transfer of this responsibility to other authorities.

The DAO builds student capabilities through the study of how the Army uses Unified Land Operations with emphasis on the following areas: analyzing decisive action; examining how the commander uses mission command in order to understand, describe, direct, lead, and assess the Operational Environment with the staff; analyzing the Army Design Methodology process; and analyzing the steps in the Military Decision Making Process.

Department of Training and Doctrine



The Department of Training and Doctrine (DTD) examines and analyzes the evolving role of doctrine and major factors that shaped the roles, duties and responsibilities of the NCO throughout U.S. military history. The first half of the curriculum examines U.S. military history from 1775 to present. It seeks to integrate themes relevant for today's joint war fighter and places them in historical context. Themes include: an ever-increasing role of the NCO on the battlefield, the impact of new technologies on the conduct of war fighting, previous army transformation efforts, insurgency/counterinsurgency operations by the British, French, and U.S. armies, combat and ethical leadership, Soldier readiness--or lack thereof--as the nation transitions from peace to war, the professionalism of the NCO Corps, the relationship between the Regular Army, the National Guard, and Army Reserve in a Total Army, and finally the social and political events that have shaped the U.S. military. Although this course focuses upon the NCO as a joint war fighter, it also analyzes the evolving roles, duties, and responsibilities of noncommissioned officers in times of peace.

The second half of the curriculum analyzes doctrine, evolution of doctrine and the role history has played in its development, establishment and role of TRADOC, organizational training management, military ceremonies, analyzes elements of Army readiness and factors that influence readiness as we enter the next conflict.

In this phase, students demonstrate their understanding of the evolving roles, duties, and responsibilities of noncommissioned officers and how they might apply this knowledge in today's and future operational assignments. Students develop and use effective written, oral, and computer communication skills in a military educational setting.

Students demonstrate increased depth of understanding regarding the past and individual experiences, then they identify those relevant for today's joint warfighter. Students also learn how this knowledge may benefit them in future operations. Students develop a broader understanding of Military Operations from a strategic and operational perspective through historical study.

Students analyze military doctrine, the evolution of doctrine, and the role history has played in its development. Students also understand how doctrine affects organizational training management and military readiness. This allows them to influence the readiness of organizations before entering the next conflict.



Department of Joint, Interagency, Intergovernmental and Multinational (JIIM)

The Department of Joint, Interagency, Intergovernmental, and Multinational (DJIIM) is an integral part of the SMC foundation for Joint Professional Military Education (JPME). The theme of instruction addresses significant portions and objectives of the Chairman of the Joint Chiefs of Staff. The DJIIM uses critical thinking, analysis, and problem solving to explore the application of Joint Doctrine. By applying these principles to a complex problem set, students develop a perspective of leadership at the operational and strategic level.

Students assigned to the DJIIM, also focus on the key tenets and considerations of planning and executing joint military operations with interagency organizations, coalition partners, selected multinational organizations as well as mission command constructs. The DJIIM exercises these principles by applying the Joint Operations Planning Process (JOPP) at the operational and strategic level.



Department of Force Management

The Department of Force Management (DFM) consists of 30 lessons. The objective of the DFM is designed to inform the “how to” and “why” of determining force requirements and alternative means of resourcing Soldier training requirements, in order to accomplish Army functions and missions as related to their unit and Army Command (ACOM)-level management positions within Army organizations. This department provides a systemic overview of “How the Army Runs”. Students will learn the constitutional, statutory and regulatory basis for the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational, and materiel change.

They will become familiar with Army organizational roles, function and missions, especially at the Army Command and Army Secretariat/Staff levels. They will also be introduced to the established force management processes; from the determination of force requirements through to the resourcing of those requirements and the assessment of their utilization in order to accomplish Army functions and missions. At the completion of the DFM semester, a successful student will be able to define the roles that Sergeants Major have in the force management process.



Department of Command Leadership (DCL)

The Department of Command Leadership (DCL) focuses on the “Be”, “Know,” and “Do” aspects of leadership in order to teach students how to develop and hone their skills, knowledge, and abilities to lead at the operational and strategic level.

While in the DCL students will use a blend of military and civilian case studies to critically analyze contemporary and historical issues in an effort to expand their leadership perspective and gain a greater understanding of the challenges Sergeants Major face as they work to improve individuals and organizations while functioning in today’s operational environment.

The curriculum in the DCL is designed to enable future Sergeants Major to speak the same language as their officer counterparts and understand the thought processes they will use in order to provide timely and relevant input and advice when confronted with the issues and complexities of leadership at the operational and strategic levels.



Department of Distance Education

The Sergeants Major Course Department of Distance Education (DDE), administers the Sergeants Major Course (SMC) to the nonresident student population. The DDE coursework consists of the complete SMC program of instruction designed for the distance learning environment using current e-learning strategies. The SMC DDE duration is 18-24 months. Instructional delivery includes 675 hours of distance learning and 86 hours of resident classroom instruction.

The DDE serves 1,800-2,400 students at any given time through both online and traditional classroom instruction. Our department provides additional throughput of Sergeants Major for the Total Army Force from all components. The DDE continually seeks improvement in the delivery of instructional coursework to align with higher education standards and produce learning outcomes equivalent to the resident course.



Sergeants Major Course Class 68

15 August 2017 - 22 June 2018

Student Load: 713

Active Component 578
Army National Guard 15
US Army Reserves 54
US Air Force 2
US Coast Guard 2
US Marine Corps 3

International 59

Albania (2)
Argentina
Australia
Belize
Bosnia-Herzegovina
Botswana
Brazil (2)
Bulgaria
Canada
Colombia
Croatia
Czech Republic
Estonia
Fiji
Georgia
Germany (2)
Ghana
Hungary
Indonesia
Iraq (3)
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kosovo
Lebanon
Lithuania Malawi
Maldives
Netherlands (2)
New Zealand (2)
Norway (2)
Papua-New Guinea
Philippines Poland
Rwanda
Saudi Arabia (4)

Senegal
Singapore (2)
Slovak Republic
South Africa
Taiwan (2)
Tanzania
Tonga
Uganda

Rank:

Sergeant Major 47
Master Sergeant 660
First Sergeant 2
Senior Master Sergeant 2
Senior Chief Petty Officer 2

Branch Breakdown:

Force Sustainment
Division (FSD) 220
Operations Division (OD) 274
Operations Support
Division (OSD) 153
Other Services/
International 66

Deployments:

Operation Just Cause 9
Operation Desert Storm 15
Operation Restore Hope 6
Operation Joint Endeavor 26
Operation Joint Guardian 21
Operation Enduring Freedom 358
Operation Iraqi Freedom 401
Others 61

Military Education:

Master Resiliency Trainer 164
Equal Opportunity Advisor 66
Inspector General 34
First Sergeant Course 422
Battle Staff NCO Course 201
Leadership Experience:
First Sergeant 610
Operations Sergeant 452
Platoon Sergeant 153

Civilian Education:

Doctorate 1
Master Degrees 64
Bachelor Degrees 176
Associate Degrees 156
Some College
(60 or more hours) 130
Some College
(less than 60 hours) 120
High School/GED 66

Time In Service:

Longest * 34
Longest ** 35
Longest *** 26
Shortest * 6
Shortest ** 14
Shortest *** 14
Average 21

Age:

Oldest * 53
Oldest ** 57
Oldest *** 54
Youngest * 28
Youngest ** 34
Youngest *** 34
Average 41

Gender:

Male 623
Female 90

Family Status:

Accompanied 383
Geographic 236
Bonafide 94
* International
** ARNG/USAR
*** Active Component

Senior Leader Sustainment Center



Senior Leader Sustainment

The Senior Leader Sustainment (SLS) program is an Army Chief of Staff initiative designed to optimize senior leaders' health, readiness, and resilience. Our mission is to enable leaders to function at their very best while serving as "Ambassadors of Health."

Once fully staffed, SLS Center at Fort Bliss (USASMA) will include a Physical Therapist, Dietitian, Occupational Therapist, Kinesiotherapist, Family Nurse Practitioner, and Physician Assistant. Registered Nurses, Health Educators, and an Administrative Assistant will be available to serve service members, Family members, and staff and faculty assigned to USASMA.

This is a multi-phase program. During the preparatory phase each service member completes a comprehensive health assessment survey and required lab tests which are reviewed by the multi-disciplinary staff. Next, participants will undergo an 2 ½ hour integrative extensive diagnostic assessment and cumulative risk factor analysis. A comprehensive individualized out brief will be provided to equip senior leaders with the necessary tools to enhance performance, readiness, and behavioral resiliency.

In the third phase, the SLS team provides treatment and educational interventions. These interventions address potential health risks based on each participant's current physical fitness, lifestyle, and nutritional status. Senior leaders can also enhance their peak performance through training and education on stress mitigation, sleep, emotional intelligence, and self-regulation strategies.

Our on-site Dietitian and Physical Therapist have direct access capabilities to readily address any nutritional concerns, and musculoskeletal injuries; no referral needed. Our team is also ready to provide group or individual education on Human Performance Optimization and Injury Prevention.

The SLS team is trained and experienced in evaluating, educating, and carrying out training programs designed to improve an individual's performance in sport, activity, and competition.

We are additionally supported by a Licensed Clinical Social Worker providing behavioral health treatment, co-located with the SLS Center.



U.S. ARMY SERGEANTS MAJOR ACADEMY



***DRIVING CHANGE FOR NCO AND SOLDIER EDUCATION
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